

McLEAN &
COMPANY



Employee Engagement Trends Report 2024

Insights, analysis, and benchmarking data for McLean & Company's
Employee Engagement Survey from 2019 to 2023.

McLean & Company is a research and advisory firm that provides practical solutions to human resources challenges with executable research, tools, and advice that will have a clear and measurable impact on your business.
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How to read this report

This report is based on McLean & Company's Employee Engagement Survey database scores for January 1 to December 31, 2023. This includes responses from 217,081 employees in 220 organizations.

This report contains an overview of year-over-year engagement trends for the period of 2022-2023.

Notes:

- Overall engagement levels are based on a set of 11 engagement measure questions, of which organizations must use at least 6.
- Percentage totals may not add up to 100% due to rounding. Some n-counts throughout the report indicate a range of responses due to organizations who chose to omit certain questions.
- All percentage differences are percentage point differences, and all values refer to top-box scores unless otherwise indicated.
- Data from McLean & Company's [HR Trends Report 2024](#) is also included in this report.
- The 2020 data included in this report only includes data from April to December 2020.

Key terms used throughout this report include:

Organizational size

Small: 250 or fewer employees

Medium: 251 to 1,000 employees

Large: 1,001 or more employees

Employee segments

Age

Tenure

Sex (M/F): Only two identities were analyzed due to sample size constraints

Work style: Offsite/hybrid vs. onsite

Top-box scores

Respondents score questions on a 6-point scale, where 1 = Strongly Disagree and 6 = Strongly Agree.

Top-box: % scoring 5 or 6

Middle-box: % scoring 3 or 4

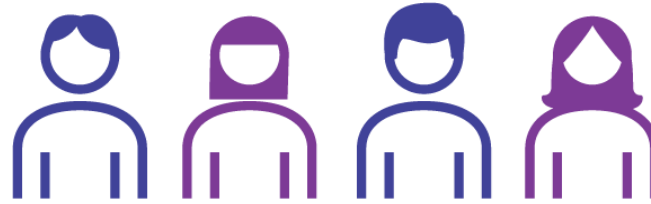
Bottom-box: % scoring 1 or 2

What is employee engagement?

McLean & Company defines **employee engagement** as an overall sense of being energized by and passionate about one's work and dedicated toward one's workplace. It is important to differentiate this concept from **employee satisfaction**.

SATISFIED

Satisfied employees feel comfortable and are generally happy that their needs are being met.



ENGAGED

Engaged employees feel energized, passionate, and dedicated. They are highly involved with their work and the organization.

Average Performance

Optimal Performance



Less likely to help others for the betterment of the organization

Help others for the betterment of the organization

Meet minimum performance requirements

Consistently exceed performance requirements

Generally keep to themselves

Recommend improvement opportunities

Stay at the organization because of what they get from it

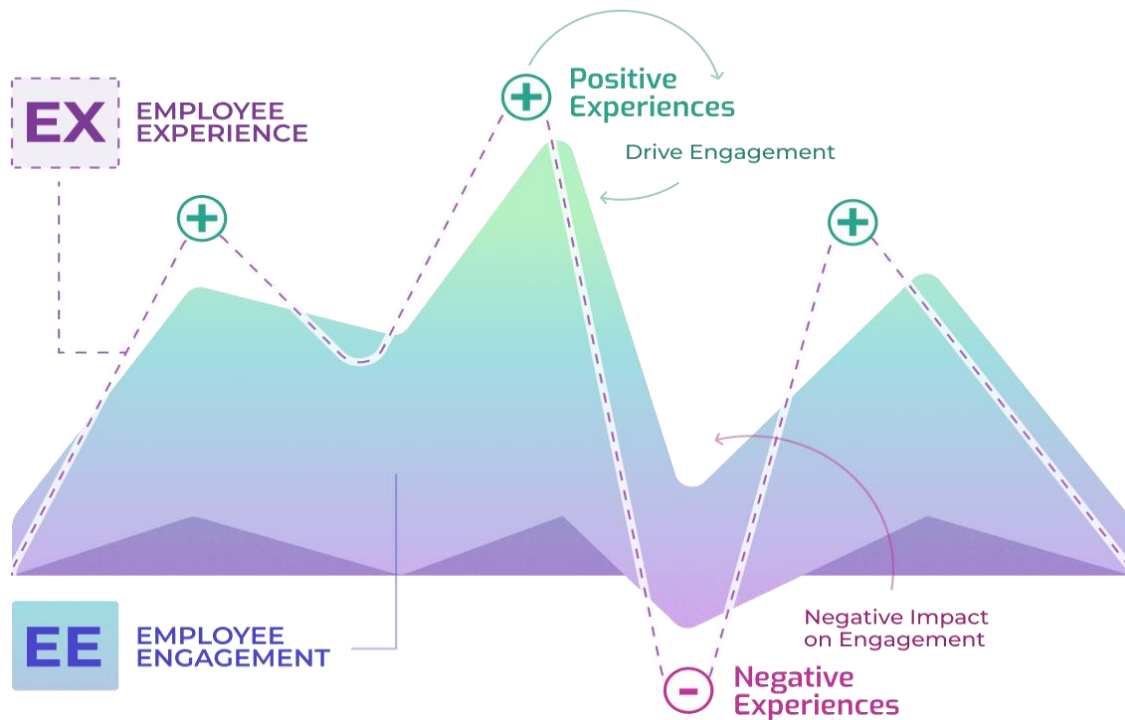
Stay at the organization because of what they give to it

Committed to the degree that their needs are met

Have a sense of purpose and pride in their work

A positive employee experience promotes strong employee engagement

As the outcome of an employee's positive and negative work experiences, **the employee experience is strongly correlated with employee engagement** (McLean & Company, Engagement Database, 2019-2023; n=61,626-217,081).



#2

“Providing a great employee experience” was second in top HR priorities in 2024 for the third year in a row.

(McLean & Company, HR Trends Survey 2022-2024; n=826-1,193)

1.6x

When organizations are highly effective at designing a positive employee experience, they are 1.6x more likely to report **high overall organizational performance**.

(McLean & Company, HR Trends Survey 2024; n=867)

01

Employee Engagement Overview: 2019-2023

McLean & Company's Employee Engagement Program uncovers the current state of engagement in organizations by measuring:


- Employee engagement levels
- Satisfaction with the key drivers of engagement: organizational, job, and retention

The McLean Employee Experience Score, included in the Employee Engagement Program, is an Employee Net Promoter Score (eNPS). See slide 8 for more information on this methodology.



Overall Employee Engagement Scores from 2019 to 2023

Employee engagement scores show a very small decrease in engagement from 2022 to 2023. Disengagement levels continue to slowly increase, matching pre-pandemic scores in 2023. This highlights the importance of consistent engagement efforts and action planning to respond to employee needs, as employee needs and expectations shift with the continuously changing external environment.

 For more information on the dramatic shift in engagement in 2020, see the [2022 Employee Engagement Trends Report](#).



Level	2019	2020*	2021	2022	2023
Engaged	60.8%	64.0%	63.2%	62.9%	62.5%
Almost Engaged	20.6%	19.6%	19.5%	19.3%	19.3%
Indifferent	8.8%	8.0%	8.0%	7.9%	8.4%
Disengaged	9.0%	8.4%	9.3%	9.8%	9.9%

*2020: November, n=20,600; 52,476; 2021: November, n=15,314; 217,081

Respondents' engagement levels were categorized based on their average response to a set of engagement measure questions on a 1- to 6-point scale:

- Engaged: 5.01-6.0
- Almost engaged: 4.51-5.0
- Indifferent: 4.01-4.5
- Disengaged: 1.0-4.0

Employee engagement results for various demographics (age, tenure, and organization size) can be found in the [Appendix](#).



Use McLean & Company's [Employee Engagement Program](#) and expert guidance from McLean & Company analysts to help improve engagement and achieve benefits such as higher customer engagement, profitability, and employee wellbeing.

Overall Employee Net Promoter Scores from 2019 to 2023

The Employee Net Promoter Score (eNPS) is a high-frequency indicator of employee engagement using a single question on a 0-10 scale: How likely would you be to recommend this organization to a qualified friend or family member as a great place to work? eNPS scores stayed static from 2022 to 2023, with a small but insignificant 0.6-point decrease.



2019	2020*	2021	2022	2023
10.4	14.6	15.1	14.5	13.9

*April to December of 2020; n=74,632; 50,438; 121,650; 153,869; and 214,295 respectively.

The full response range is -100 to 100. Scores above 0 indicate more promoters than detractors, which is desirable.

Calculated eNPS Score

=

% of Promoters

Scores of 9-10 out of 10

-

% of Detractors

Scores of 0-6 out of 10

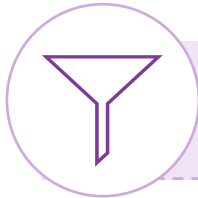


Use [McLean & Company's Employee Experience Monitor](#) – a high-frequency, low-effort, one-question survey – to help move from engagement as a project to engagement as a culture by:

- Providing leaders with frequent data the organization can use to instill a culture of engagement and accountability.
- Instantly seeing the impact of leadership actions and pinpointing gaps where leaders aren't taking action.

Engagement is dynamic, even when there are limited high-level changes over time

Annual organizational-level measurements of engagement can reveal overarching insights about employee engagement; however, they fail to capture peaks and valleys throughout the year and within different segments of the organization.



Segment engagement data to uncover smaller-scale changes and understand what is really going on beneath the averages. This allows for more accurate **root cause analysis**, provides clarity on the data, drives insights, and allows for customized action planning.

Segment data by:

- Department
- Location
- Position
- Full-time/part-time
- Gender
- Age
- Pay type
- Team
- Manager



Track eNPS monthly or quarterly to capture trends in engagement that would otherwise go unnoticed. Measuring engagement fluctuations throughout the year allows organizations to:

- Uncover employee sentiment toward programs, practices, and policies of organizational priority at a specific point in time.
- Identify the impact of events at specific points in the business cycle on employee engagement.
- Understand employees' receptiveness to recent organizational changes and initiatives.
- Maintain a consistent cadence of engagement discussions across the organization.
- Ensure employee engagement remains a strategic focus and priority on an ongoing basis, rather than a one-time project or a once-a-year activity.

Sustaining engagement levels in an uncertain external environment is still a success



In 2023, a cost-of-living crisis and fears of a recession contributed to organizations being cautious in financial decision-making.

- In late 2022, economists predicted a 70% chance of a US recession in 2023 (Bloomberg, 2022).
- **Controlling labor costs increased to the #3 organizational priority** as per McLean & Company's *HR Trends Report 2024* (n=1,193).
- These effects can also be seen in the **increase in job cuts** in the US in 2023, with 604,514 cuts announced by US-based employers as of September 2023, a 198% year-over-year increase from 2022 (Challenger, Gray & Christmas, Inc., 2023).

During these challenging times, organizations may have expected to see some dips in employee engagement; however, engagement levels remained stable in 2023.

This suggests that **organizations continued to take action through 2023** to maintain engagement levels of 2022.

This should be considered a win for organizations, as despite economic pressures and cost-of-living crises, McLean & Company data showed no downward shift in employee engagement, suggesting that organizations are doing a good job of navigating these challenges.



As engagement efforts continue to evolve in the coming years, organizations can leverage strong engagement drivers to improve weak driver areas.

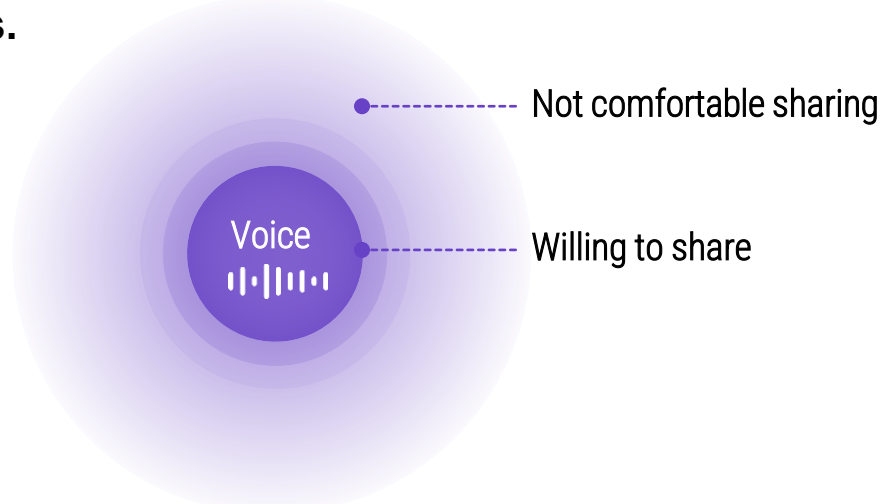
McLean & Company data shows co-worker relationships, culture, and employee empowerment were the top three drivers most strongly associated with an organization's overall engagement in 2023.

n=37-133 organizations

Listen to the employee voice to get the full picture, even when scores don't change

The employee voice is a means through which employees feel empowered to exchange ideas, raise concerns, and become involved in organizational decisions regardless of hierarchical differences.

Employee voice builds over time. As you act on employee feedback, the circle of what employees are willing to share grows.



Use qualitative methods to listen to the employee voice

- 1:1 interviews
- Exit interviews
- Focus groups
- Employee forums (e.g. online message boards, town halls)

Bolster survey results with the employee voice to give context to your data

Listening to the employee voice enables organizations to understand the context behind engagement survey results, providing context to the numbers and revealing critical insights for action planning. If actions were taken the previous year, gathering the employee voice can reveal necessary adjustments to existing engagement initiatives to improve outcomes in future years.

Look at all sources of data holistically

Review all available sources of quantitative and qualitative data to contextualize engagement results. Mapping out the trends and insights of the employee voice around engagement initiatives is a powerful tool to gauge the effectiveness of these initiatives.

02

Retention Drivers

Total Compensation | Work-Life Balance | Working Environment

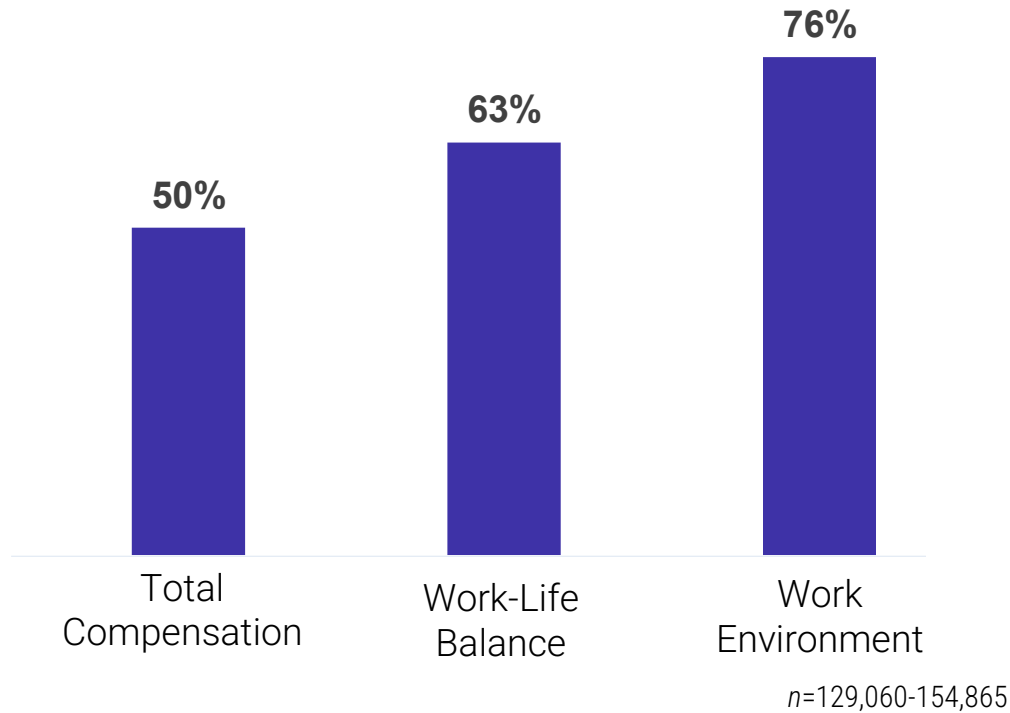
See the [Appendix](#) for detailed definitions of each driver.

Retention drivers influence an employee's desire and likelihood to stay at an organization. An organization cannot make progress on engagement without satisfying minimum expectations in these drivers to retain talent.



2023 retention driver overview

Retention Driver Scores



Retention drivers remained consistent from 2022 to 2023. **Work environment** showed the biggest difference, with a less than 1.0-point decrease. Questions measured in both years averaged a change of 0.8 points.

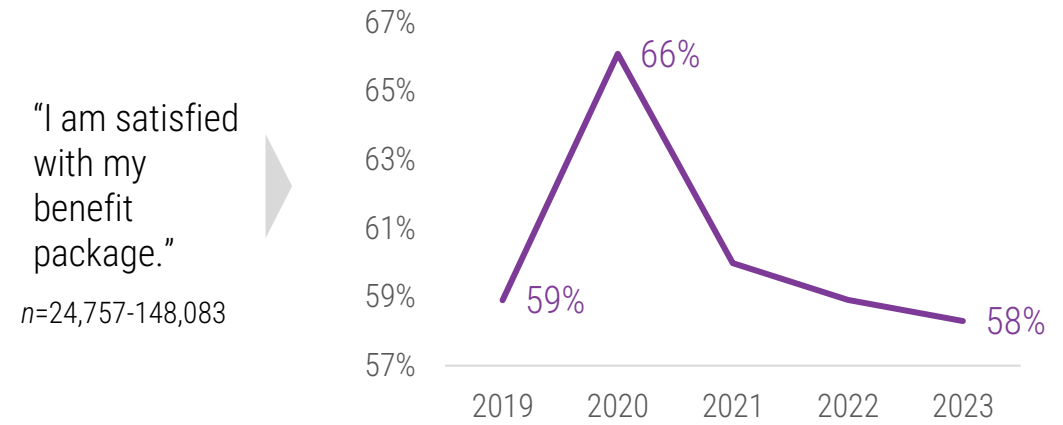
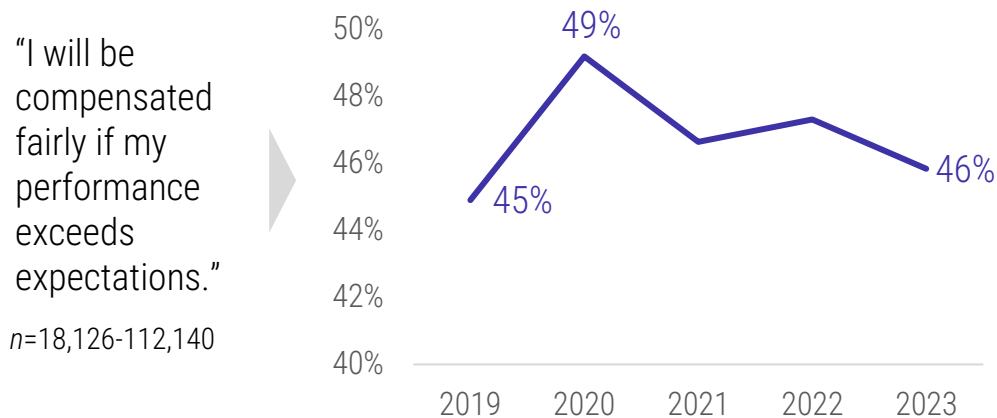
In the face of 2023's cost-of-living crisis and continued inflationary pressures, satisfaction with **total compensation** remained a concern. Only 47% of employees agree or strongly agree with the statement "I am satisfied with the total compensation I receive for the work I do" (n=152,725).

Work-life balance scores remain low as work-related stress continues to be a problem. Many employees may be struggling with stress and burnout, with only 59% of employees agreeing or strongly agreeing with the statement "I find my stress levels at work manageable" (n=149,203). As work-related stress is strongly correlated with engagement and job satisfaction, it is critical for organizations to address stress at the organizational level.

Work environment scores stayed positive through 2023. This may indicate satisfaction with continued remote and hybrid work options, with many organizations taking a "wait and see" approach to further changes to flexibility and location. According to McLean & Company's *HR Trends Report 2024*, 81% of respondents report that their organization is not planning on making any significant changes to its flexibility in location in the next year (n=728).

Total compensation scores dropped to pre-pandemic levels

As the pandemic prompted widespread lockdowns, job loss affected 114 million people globally, with the total working hour losses in 2020 being approximately **4x** greater than during the 2009 global financial crisis (International Labour Organization, 2021). **These large-scale layoffs and economic pressures may have contributed to those who were not affected by job loss feeling more satisfied with their financial security, compensation, and benefits in 2020 relative to other years.**



Through 2021 and 2022, the talent market shifted to favor the job seeker. Organizations had to adapt their talent attraction and recruitment strategies to keep up with the competitive talent market, with some organizations offering highly competitive starting salaries, sign-on bonuses, and comprehensive benefits packages (Canadian HR Reporter). **These competitive total compensation packages may have heightened employees’ expectations for compensation and benefits, potentially contributing to lower satisfaction in 2021 through 2023, dropping to pre-pandemic baseline levels.**

03

Organizational Drivers

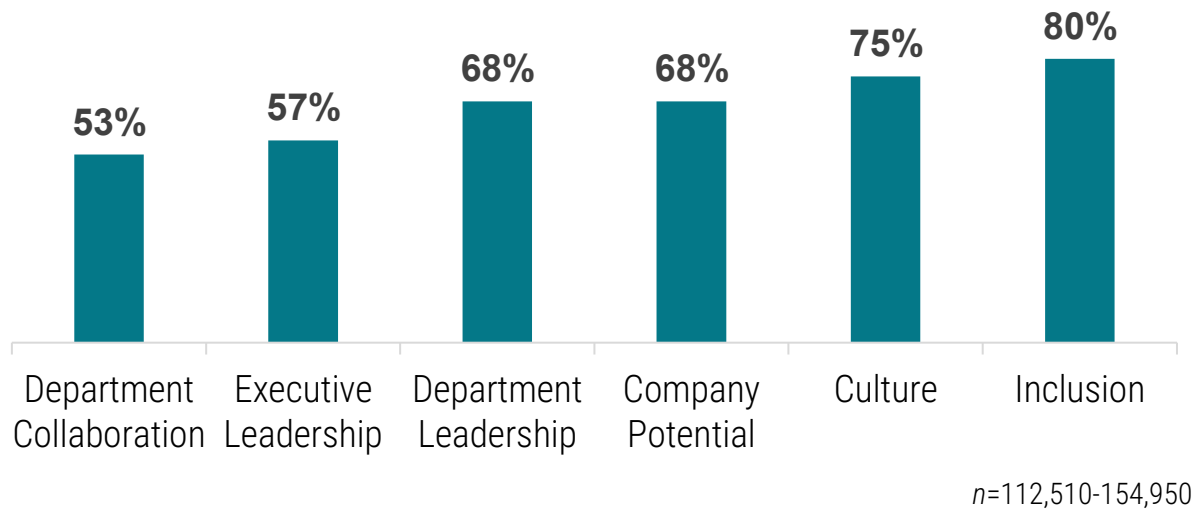
Department Collaboration | Executive and Department Leadership |
Company Potential | Culture | Inclusion

See the [Appendix](#) for detailed definitions of each driver.

Organizational drivers are areas that influence an employee's satisfaction and commitment to their organization.



2023 organizational driver overview



Organizational driver scores did not change significantly from 2022 to 2023. The largest difference was a 1.3-point decrease in executive leadership scores. Questions measured in both years averaged a change of 0.8 points.

Inclusion remains the highest scoring organizational driver, while **department collaboration** continues to be the lowest scoring organizational driver.

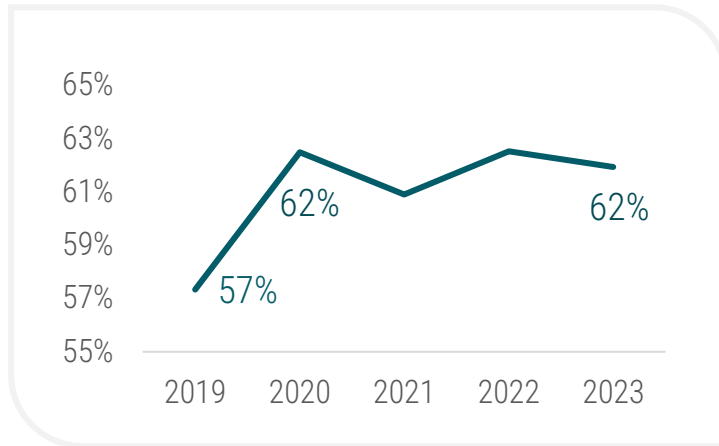
Executive and department leadership remain low-scoring drivers and continue to be a concern in 2023, which may be due to a lack of leadership skills. Only 32% and 24% of respondents to McLean & Company's *HR Trends Report 2024* report office workers and non-office workers, respectively, as highly proficient in leadership skills (n=975, n=818).

There may be a risk of **inclusion** driver scores dropping in 2024 as some organizations put diversity, equity & inclusion (DEI) efforts on the back burner. According to McLean & Company's *HR Trends Report 2024*, DEI efforts have declined in priority from HR's #4 priority in 2021 to the #7 priority in 2024 (n=1,193).

Innovation and collaboration scores have sustained since they rose in 2020

Company Potential

“This organization encourages innovation.”
n=29,871-125,600



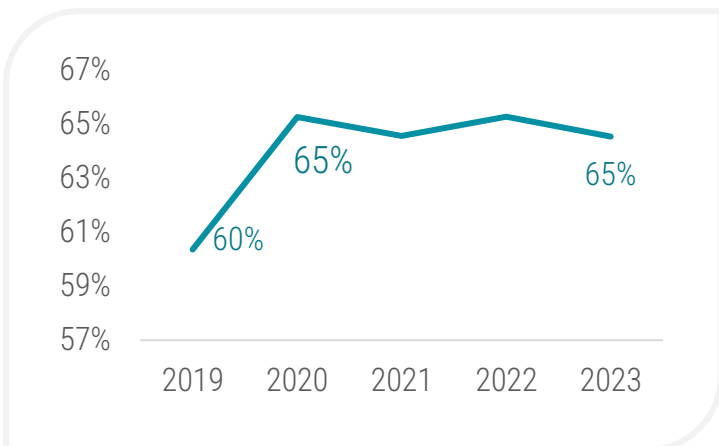
Innovation scores increased in 2020 with the shift to remote work as organizations adapted to new ways of working, including new tools and technology.

Innovation scores remained high through 2023 as it continues to be an important area of focus with technological advancement such as artificial intelligence (AI).

Innovation jumped to HR’s **6th top priority in 2024** from 9th place in 2023 (McLean & Company, *HR Trends Report 2024*; n=1,193), suggesting we may see more focus on innovation in future years.

Department Collaboration

“This organization has a collaborative work environment.”
n=33,074-154,345



Collaboration scores also spiked during 2020 and remained steady through 2023. Increased organizational investment in virtual collaboration tools in 2020 may have played a key role in improving collaboration across organizations, and the continued use of these tools and technologies through 2023 may be why collaboration remains at heightened levels today.

This is a win for organizations as...

6.3x

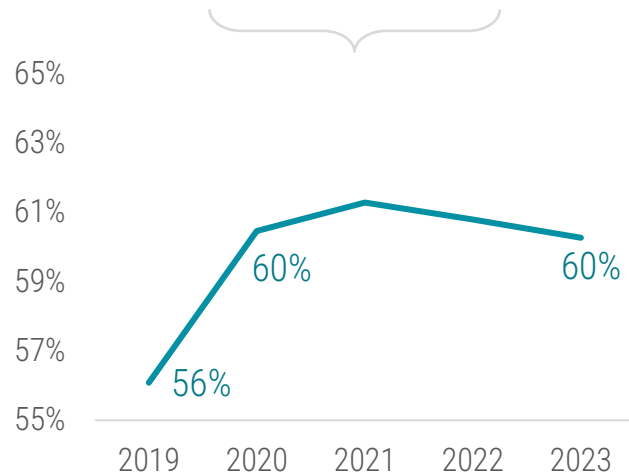
Employees who feel they are part of a team working toward a shared goal are 6.3x more likely to be engaged than those that do not (McLean & Company Employee Engagement Survey Database, 2023; n=206,064).

Leadership trust scores remained steady since the pandemic

Executive Leadership

“I trust the members of the executive leadership team.”

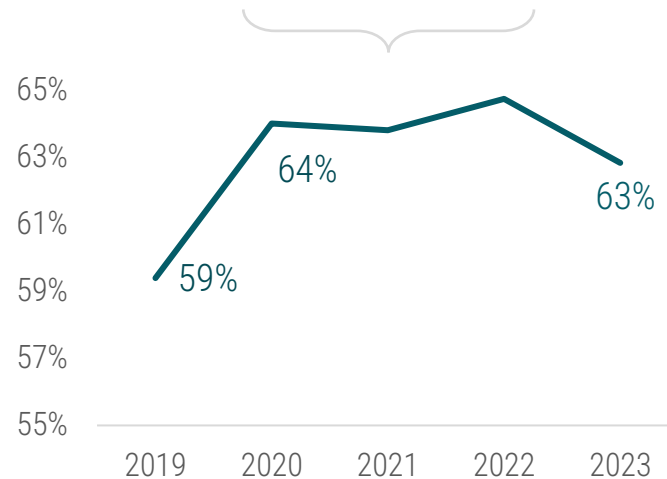
n=34,256-137,079



Department Leadership

“I understand the rationale behind most of the decisions made by my department’s executive leader.”

n=23,345-124,916



Scores for several questions associated with employees’ trust in executive and department leadership remained at heightened levels through 2023.

Many leadership measures jumped significantly in 2020 due to the strong and open communication executives had about the uncertainty they were facing during the pandemic.

Data indicates that senior leaders have maintained the trust they built in 2020 and 2021, which may have helped to maintain overall engagement scores despite a challenging external environment in 2023.

Despite the positive sign that the improvements in leadership outcomes have largely been maintained through 2023, executive and department leadership are still low-scoring engagement drivers. **Senior leaders should continue to build upon trust, act on employee feedback, and communicate the rationale for the decisions they make in order to drive engagement.**

04

Job Drivers

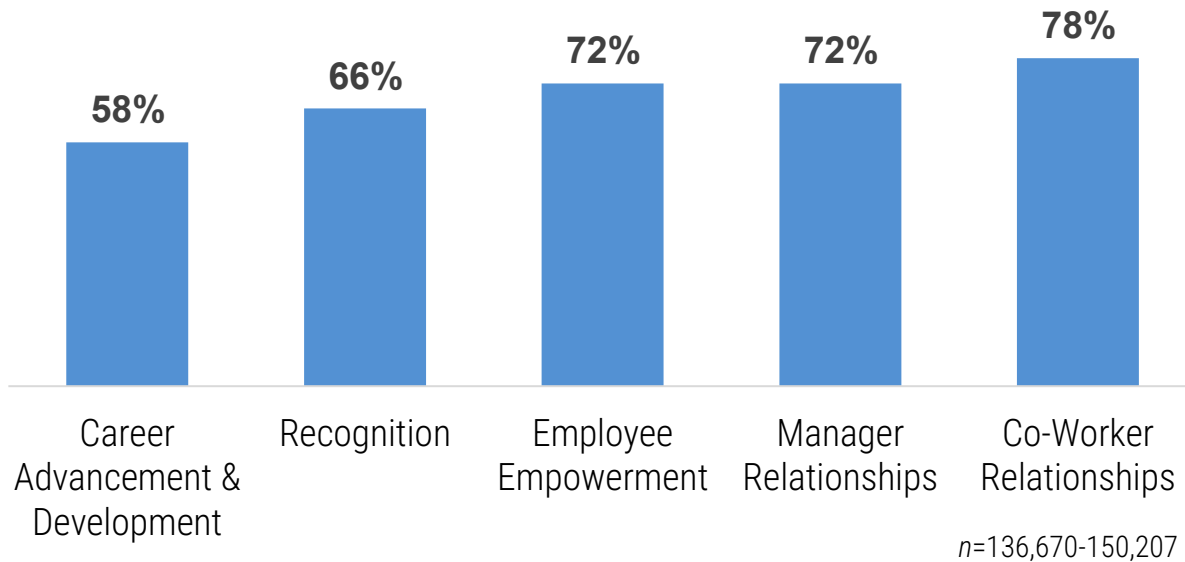
Career Advancement & Development | Recognition |
Employee Empowerment | Manager Relationships | Co-Worker Relationships

See the [Appendix](#) for detailed definitions of each driver.

Job drivers are areas that influence an employee's motivation for and commitment to their day-to-day role.



2023 job driver overview



Job drivers saw little to no change from 2022 to 2023. **Recognition** saw the largest change with a 1.0-point decrease from 2022 to 2023. Questions measured in both years averaged a change of 0.5 points.

Co-worker relationships remains the top-scoring job driver from 2022 to 2023. **85%** of respondents agree or strongly agree with the statement, “I know that my co-workers will help me if I ask” (*n=146,982*).

However, only **69%** of respondents agree or strongly agree with the statement, “My co-workers take accountability for meeting their job expectations” (*n=139,921*). To further strengthen co-worker relationship scores, organizations can focus on improving employee accountability through performance management practices.

Offsite and hybrid* employees show higher **co-worker relationship and **recognition** scores than onsite employees in 2023.**

- Co-worker relationships scores are **4.9 points** higher for offsite/hybrid employees (*n=6,951-10,116*; 23-25 organizations).
- Recognition scores are **5.5 points** higher for offsite and hybrid employees (*n=6,672-9,873*; 23-25 organizations).
- Despite the physical distance, employees appear to feel more appreciated by and connected to their colleagues in a remote or hybrid work environment. As return-to-office plans are developed, it is critical for organization leaders to think about ways to maintain strong co-worker relationship and recognition scores through the transition to an onsite environment.

*Respondents select from either onsite or offsite/hybrid. Results are based on responses from a small number of organizations.

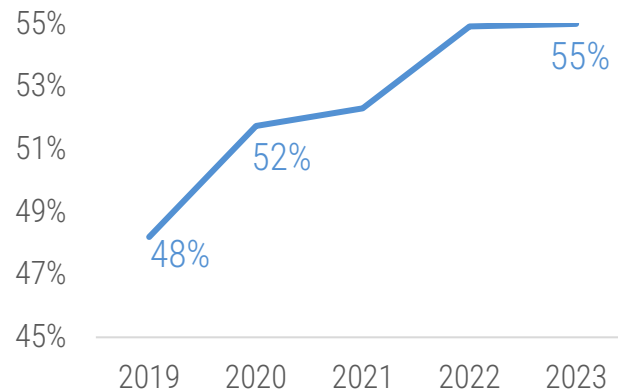
Career advancement and development scores continue to grow from 2019 levels

Although career advancement and development remains the lowest scoring job driver, perceptions of career advancement have steadily increased since 2019.



Career advancement and development will continue to be an important area of focus for organizations in future years due to its impact on recruitment and retention.

“I can advance my career in this organization.”
n=33,630-144,705



Although signs point to a more employer-friendly labor market in 2024, the competitive labor market brought on by the pandemic may have pushed organizations to invest in internal talent development and mobility from 2020 to 2023.

For the average organization....

52%

of new hires cite “career opportunities” as one of the top three reasons for accepting a job offer with the organization. This is ranked the **#1 reason for accepting a job offer** with the organization out of 11 reasons surveyed.

(McLean & Company New Hire Survey Database, 2021-2023; n=7,178-10,424)

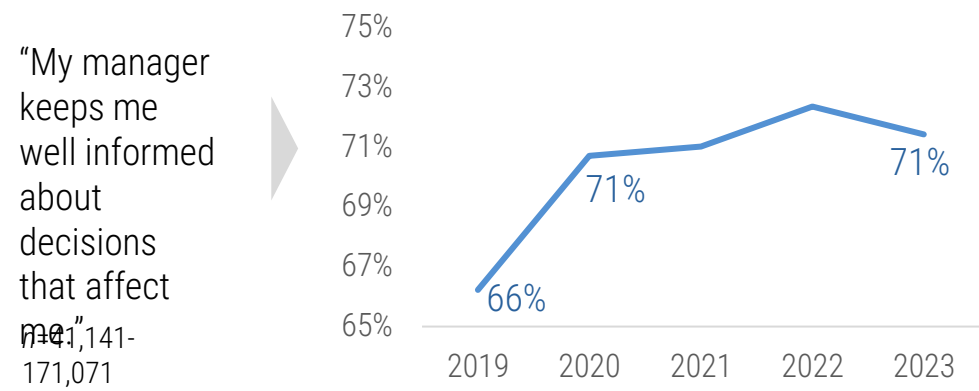
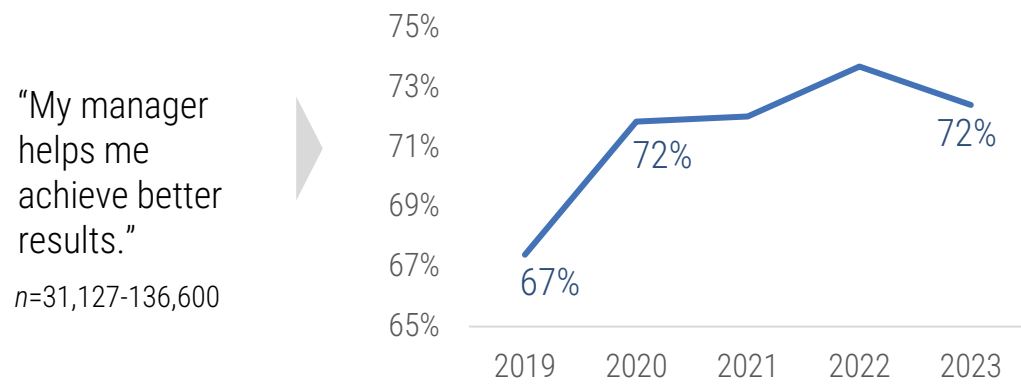
48%

of exiting employees cite “opportunities for career advancement” as having a moderate effect or major effect or as the primary reason for leaving the organization. This is ranked as the **#1 reason for leaving the organization** out of 29 reasons surveyed.

(McLean & Company Exit Survey Database, 2021-2023; n=11,802-12,950)

Manager relationship scores stabilize from 2020 peak

Scores related to manager coaching and communication remain at heightened levels in 2023 since they jumped up in 2020. With the shift to remote work, managers have been engaging in more frequent 1:1 conversations with their direct reports (HR.com), which may be contributing to the sustainment of improved coaching and communication through 2023.



Although manager relationships is one of the higher scoring job drivers, **it is critical for managers to continue to drive engagement by strengthening their communication, building trust, and providing meaningful feedback to help employees achieve their goals.**

Employees with strong manager relationships are...

2.4x more likely to be engaged than employees who don't have strong manager relationships.

(78% vs. 33%, McLean & Company, Engagement Survey 2021-2023; n=223,789).

What comes next?

Actions and Practical Resources

Retention drivers

- Leverage McLean & Company's [Develop an Effective Talent Retention Plan](#) blueprint to help improve low-scoring retention drivers.
- As work-life balance and burnout continue to be a challenge in today's work environment, take the time to [revisit wellbeing offerings](#), and [plan to extinguish organizational burnout](#). Additionally, consider incorporating a [Workplace Wellness Survey](#) to monitor and assess employees' perceptions of wellness.

Organizational drivers

- Strengthen executive and department leadership scores by [developing a leadership strategy, equipping senior leaders to drive engagement](#), and providing opportunities for leaders to develop skills through [training](#) or [leadership development programs](#).
- Ensure inclusion driver scores remain high by using McLean & Company's [Diversity, Equity & Inclusion Engagement Pulse](#).

Job drivers

- Address low career advancement and development scores by developing a [high-potential program](#) and creating [a learning and development strategy](#).
- Improve recognition scores by leveraging McLean & Company's [Ingrain and Sustain Employee Recognition](#) blueprint.

Work with your McLean & Company advisor to prioritize next steps and determine which resources will be most applicable to your organization.

Overall Engagement

- Drive organizational success by [developing an engagement program strategy](#).
- [Analyze and act on engagement data](#) to deliver results.
- Train managers to promote trust and openness by [mastering the 3i's of employee engagement](#).
- Explore ways to [gather the employee voice to inform engagement action planning](#).

Benchmarking Data 2022-2023

For benchmarking data from 2021-2022 see McLean & Company's [*2023 Employee Engagement Trends Report*](#).

[Engagement driver comparisons](#)

[Sex comparisons](#)

[Tenure comparisons](#)

[Age comparisons](#)

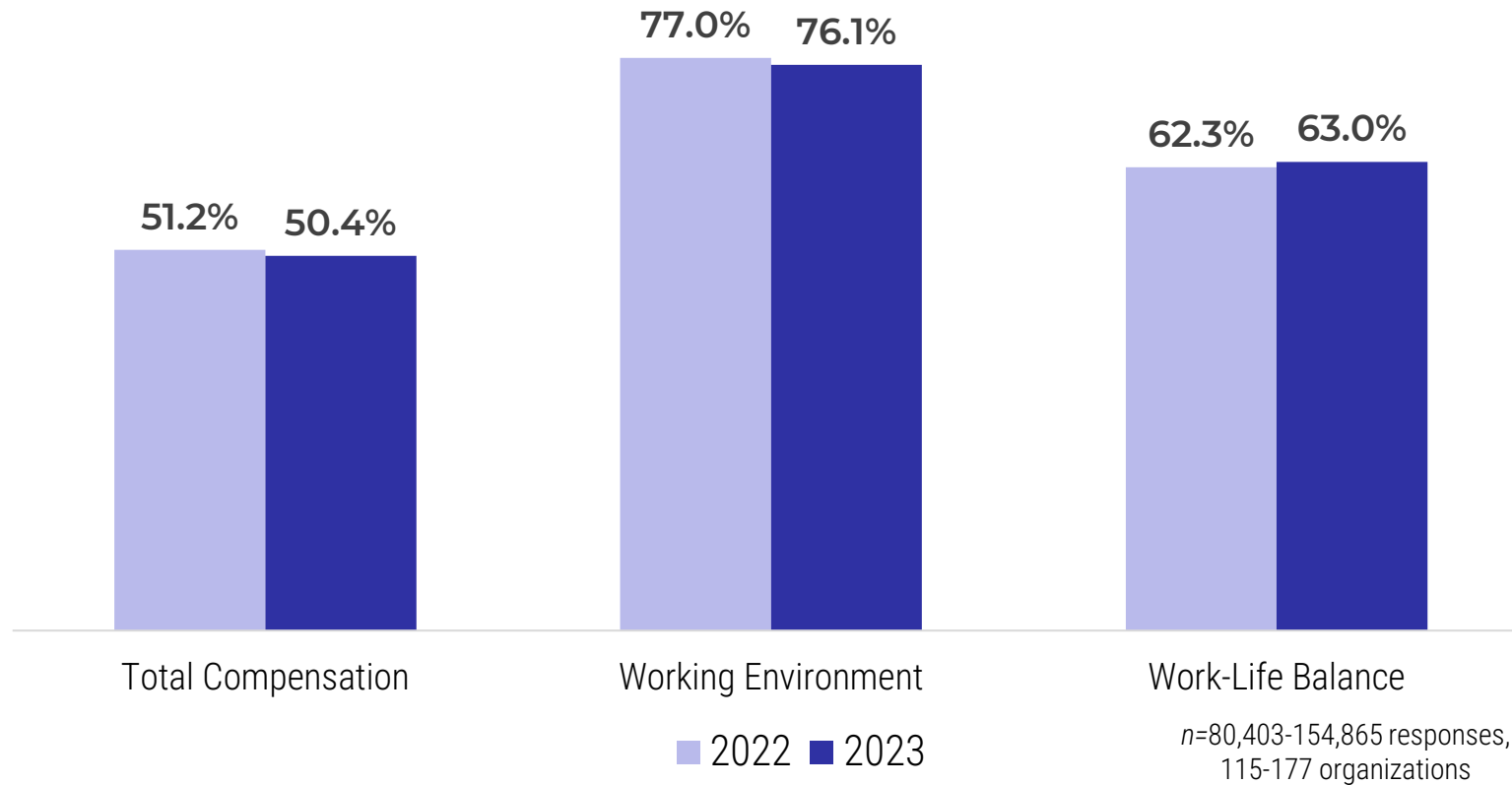
[Organization size comparisons](#)

[Work style comparisons](#)

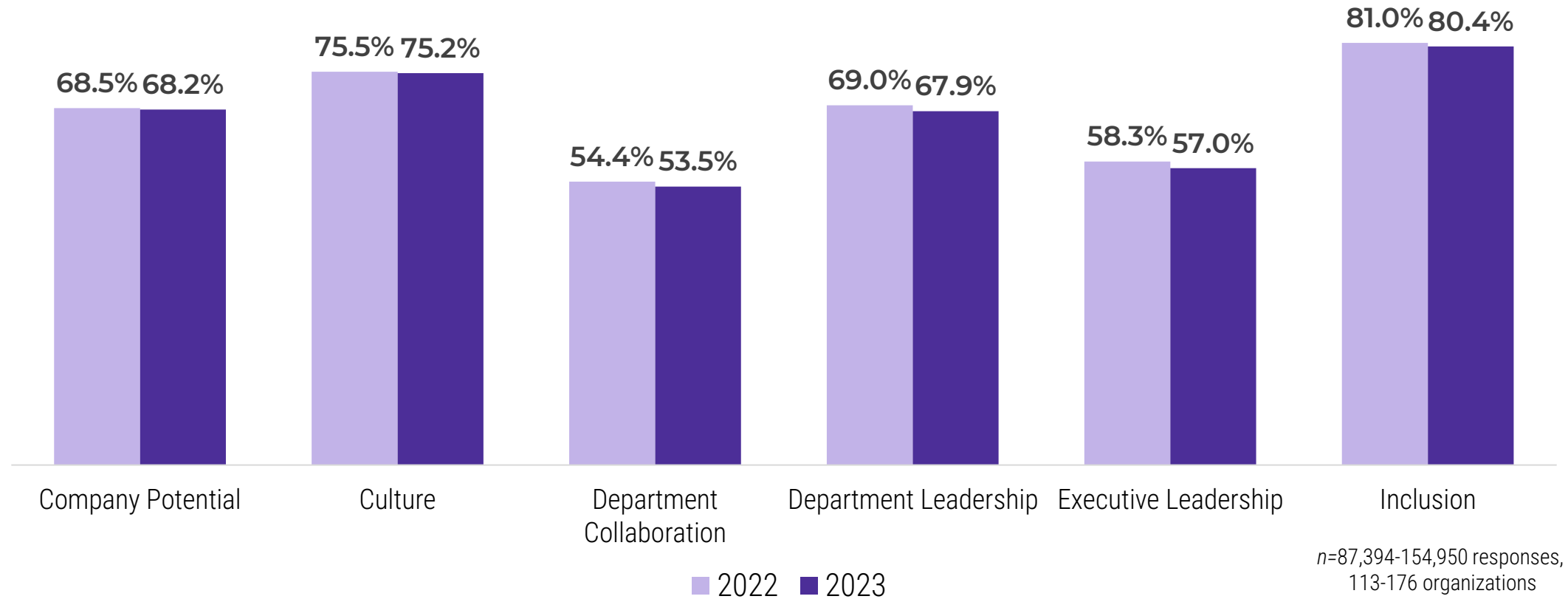
Notes:

Due to updates to McLean & Company's engagement survey question set in 2022, the 2022 driver values in this benchmarking data set may differ from those reported in the benchmarking data set in the 2023 Engagement Trends Report. This is because the 2022 benchmarking data set used a condensed data set that only contained questions in common with the 2021 data set to allow a like-to-like comparison, however, the 2022-2023 engagement surveys used the same question set, so a condensed data set was not required for like-to-like comparison.

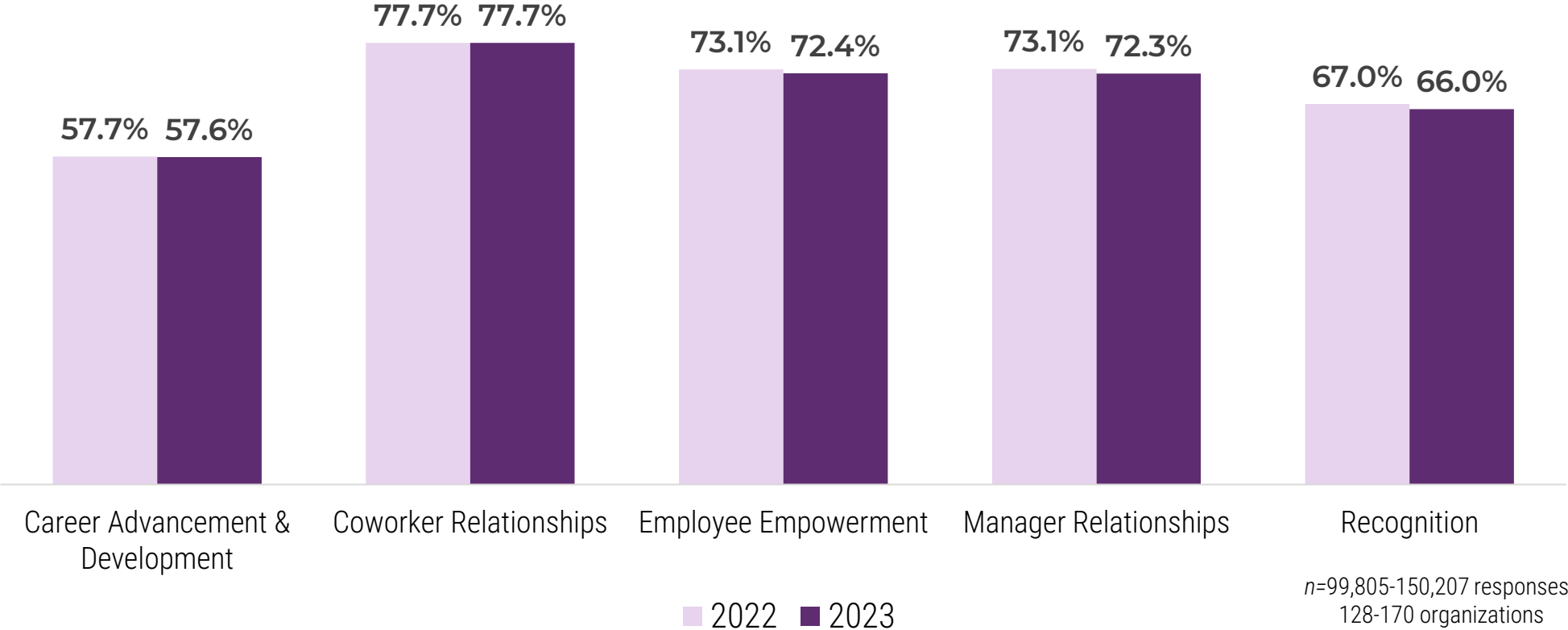
Retention drivers (2022-2023)



Organization drivers (2022-2023)



Job drivers (2022-2023)



Engagement drivers (2022-2023)

		2022	2023	Net change (2022-2023)
Retention Drivers	Total Compensation	51.2%	50.4%	-0.8
	Work-Life Balance	62.3%	63.0%	+0.7
	Work Environment	77.0%	76.1%	-0.9

		2022	2023	Net change (2022-2023)
Organizational Drivers	Department Collaboration	54.4%	53.5%	-0.9
	Executive Leadership	58.3%	57.0%	-1.3
	Company Potential	68.5%	68.2%	-0.3
	Department Leadership	69.0%	67.9%	-1.1
	Culture	75.5%	75.2%	-0.3
	Inclusion	81.0%	80.4%	-0.6

		2022	2023	Net change (2022-2023)
Job Drivers	Career Development & Advancement	57.7%	57.6%	-0.1
	Recognition	67.0%	66.0%	-1.0
	Employee Empowerment	73.1%	72.4%	-0.7
	Manager Relationships	73.1%	72.3%	-0.8
	Co-Worker Relationships	77.7%	77.7%	0.0

Net changes reported are percentage point differences.

Sex comparisons

Engagement Level	Sex*	2022	2023	Net change
Engaged	Female	64.7%	64.4%	-0.3
	Male	63.2%	62.3%	-0.9
Almost Engaged	Female	18.9%	18.2%	-0.7
	Male	19.2%	19.7%	+0.5
Indifferent	Female	7.6%	8.3%	+0.7
	Male	8.0%	8.2%	+0.2
Disengaged	Female	8.8%	9.1%	+0.3
	Male	9.7%	9.8%	+0.1

*Only two identities were analyzed due to sample size constraints.

n=50,686-55,336 responses,
120-123 organizations

n=150,042-174,488 responses,
157-158 organizations



Sex refers to biological characteristics and is usually categorized as female or male based on reproductive/sexual anatomy.

Gender is a social construct of roles and behaviors. It is fluid and can often be an identifying characteristic of how individuals perceive themselves and others. Gender identity is how individuals experience and express their self-perceptions.

Tenure comparisons

2022

2023

Engagement Level	Under 1 year	1 year to less than 3 years	3 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	20+ years	Under 1 year	1 year to less than 3 years	3 years to less than 5 years	5 years to less than 10 years	10 years to less than 20 years	20+ years
Engaged	68.6%	62.5%	58.5%	60.9%	63.6%	65.3%	68.0%	61.8%	60.2%	60.2%	63.8%	65.7%
Almost Engaged	17.2%	19.6%	21.0%	20.0%	20.0%	18.1%	17.5%	19.9%	19.9%	20.3%	18.5%	17.7%
Indifferent	6.5%	8.1%	9.3%	8.6%	7.3%	7.2%	6.9%	8.5%	9.3%	8.8%	8.0%	7.7%
Disengaged	7.6%	9.8%	11.2%	10.4%	9.1%	9.5%	7.6%	9.8%	10.5%	10.7%	9.7%	9.0%

n=12,025-26,766 responses,
100-158 organizations

n=30,174-84,385 responses,
140-201 organizations

Age comparisons

Engagement Level	2022					2023				
	Under 25	25-34	35-44	45-54	Over 54	Under 25	25-34	35-44	45-54	Over 54
Engaged	55.2%	56.5%	62.6%	62.6%	68.3%	52.1%	55.5%	62.4%	67.5%	71.7%
Almost Engaged	21.8%	21.6%	19.7%	17.9%	16.1%	23.3%	21.5%	19.8%	17.6%	15.5%
Indifferent	9.6%	9.7%	8.2%	6.3%	5.9%	11.6%	10.4%	8.4%	7.0%	5.9%
Disengaged	13.3%	12.2%	9.5%	7.5%	6.9%	13.0%	12.6%	9.4%	7.9%	6.9%

n=7,403-28,169 responses,
101-155 organizations

n=21,635-84,887
responses,
129-198 organizations

Organization size comparisons

Engagement Level	2022			2023		
	Small (≤250 employees)	Medium (251-1,000 employees)	Large (>1,000 employees)	Small (≤250 employees)	Medium (251-1,000 employees)	Large (>1,000 employees)
Engaged	66.8%	63.0%	59.7%	63.4%	62.3%	62.3%
Almost Engaged	19.1%	19.1%	19.8%	19.1%	19.7%	18.8%
Indifferent	6.7%	8.2%	8.6%	8.1%	8.6%	8.3%
Disengaged	6.7%	8.2%	8.6%	9.5%	9.4%	10.6%

n=4,960-122,950 responses, 48-72 organizations

n=14,321-61,304 responses, 62-81 organizations

Work style comparisons

Engagement level	Work style*	2022	2023	Net change
Engaged	Onsite	65.7%	66.4%	+0.7
	Offsite/hybrid	66.3%	65.1%	-1.2
Almost Engaged	Onsite	18.8%	17.4%	-1.4
	Offsite/hybrid	19.6%	20.3%	+0.7
Indifferent	Onsite	7.1%	6.9%	-0.2
	Offsite/hybrid	6.2%	7.7%	+1.5
Disengaged	Onsite	8.4%	9.3%	+0.9
	Offsite/hybrid	7.9%	6.9%	-1.0

*Respondents select from either onsite or offsite/hybrid. Results are based on responses from a small number of organizations.

n=5,951-11,294 responses,
22-25 organizations

n=21,570-32,004 responses,
31-33 organizations

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Appendix



Appendix: Individual driver definitions

Retention

Total Compensation: The level of fairness and competitiveness an employee attributes to their compensation, health benefits, and additional perks (e.g. gym memberships, provided meals, discounts), given the work they do and what they could receive elsewhere in a similar role.

Work-Life Balance: The extent to which employees at the organization feel they can balance their work and personal life and manage their work stress.

Working Environment: The extent to which employees feel physically and emotionally safe in their workplace.

Organization

Culture: The degree to which an employee identifies with the beliefs, values, and attitudes of the organization.

Company Potential: The employee's understanding and commitment to the organization's mission and the employee's excitement about the organization's mission and future.

Department Collaboration: The extent to which employees from separate departments work together to get things done.

Department Leadership: The degree to which an employee believes senior management is trustworthy and transparent and values employee feedback and input.

Executive Leadership: The degree to which an employee believes the members of the executive team are trustworthy, act on employee feedback, and speak to the organization's mission, vision, and values in a way that is inspiring.

Inclusion: A state in which all employees feel a sense of belonging, valued for their differences, and empowered to participate and contribute freely.

Job

Employee Empowerment: The degree to which employees have accountability and control over their work within a supported environment.

Career Advancement and Development: A cooperative and continuous effort between an employee and the organization to enhance an employee's skill set and expertise and meet an employee's career objectives and the organization's needs.

Recognition: Recognition and rewards that employees receive as a form of acknowledgment for a job well done.

Co-Worker Relationships: The extent to which colleagues, who work together but do not report to one another, get along with and support each other.

Manager Relationships: The quality of the professional relationship an employee has with their manager. Manager relationships depend on the trust that exists between these two individuals and the extent that a manager supports and develops the employee.



McLean & Company is the trusted partner of HR and leadership professionals around the world.

Our memberships are designed to provide what you need to drive the organization forward – from full-service assessments to practical action plans, impactful training, and more.

When you pair our comprehensive resources with our collaborative services, there's nothing between you and your goals. As a partner, we listen first to understand your situation, then guide you through each step of the way so you get where you want to be, faster and with confidence.

At McLean & Company, we're passionate about empowering leaders like you to shape a workplace where everyone thrives.

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McLean & Company offers various levels of support to best suit your needs

DIY Toolkit

“Our team has already made this critical project a priority, and we have the time and capability, but some guidance along the way would be helpful.”

Guided Implementation

“Our team knows that we need to fix a process, but we need assistance to determine where to focus. Some check-ins along the way would help keep us on track.”

Workshop

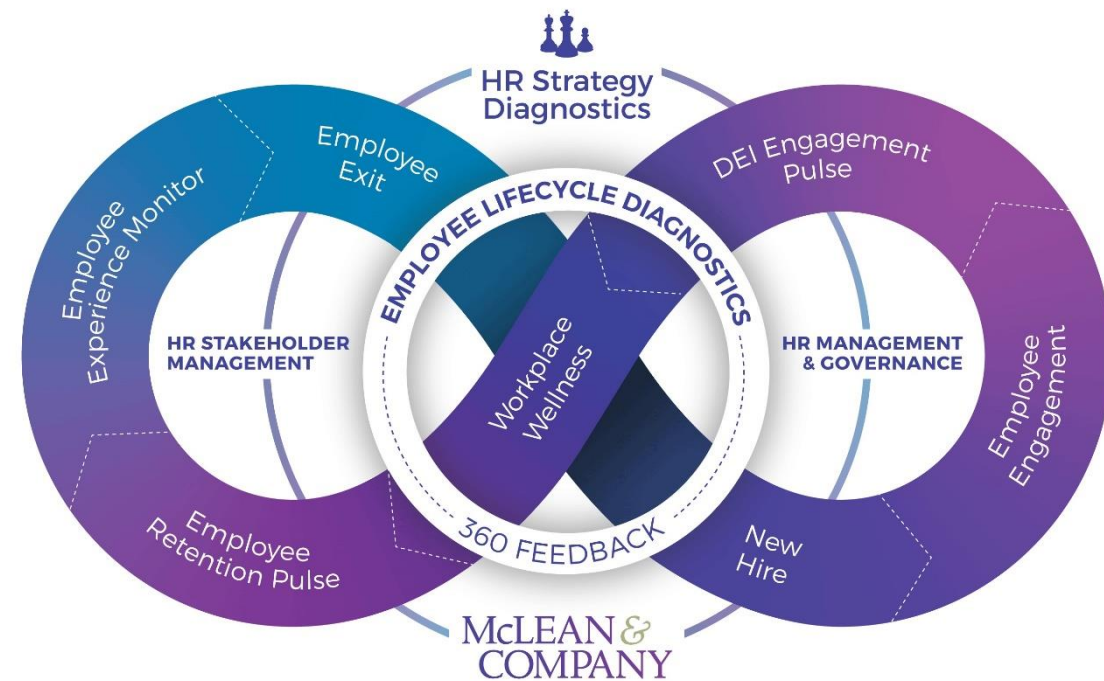
“We need to hit the ground running and get this project kicked off immediately. Our team has the ability to take this over once we get a framework and strategy in place.”

Consulting

“Our team does not have the time or the knowledge to take this project on. We need assistance through the entirety of this project.”

Diagnostics and consistent frameworks are used throughout all four options.

Build a Data-Driven Strategy Using Full-Service Diagnostic Programs



Improve Employee Experience and HR Processes

New Hire Survey

Ensure recruiting and onboarding programs are effective by surveying new employees.

Employee Engagement

Move beyond measuring job satisfaction with a comprehensive view of engagement.

Diversity, Equity, and Inclusion Engagement Pulse

Take a thoughtful approach to mobilize inclusion efforts across your organization.

Workplace Wellness Survey

Address employee wellbeing and build a healthy working environment.

Employee Retention Pulse

Identify the early signs of employee turnover and develop a talent retention strategy.

McLean Employee Experience Monitor

Evolve to leader-driven engagement with a real-time dashboard and results.

Employee Exit Survey

Understand why people leave the organization in order to proactively retain top talent.

360 Feedback

Empower employees with a holistic view of their performance to prioritize development.

Optimize the HR Department for Success

HR Organizational Alignment Diagnostic

Align HR initiatives with business strategy and stakeholder needs.

HR Management & Governance Diagnostic

Improve HR's core functions and drive project success.

Employee Engagement Online Offerings

We offer support in communicating results, training managers, and gathering feedback.

Action Planning

Gather the Employee Voice to Inform Engagement Action Planning

Accelerate the creation of an organization-level action plan. McLean & Company facilitators conduct a series of focus groups on the priority engagement drivers selected by the organization, compile the focus group feedback into a comprehensive report, and debrief the team. Feedback from focus groups can be used to build an organization-wide engagement action plan after the workshop.

- Up to 18 hours of focus groups and up to 3 priority drivers

Senior Leader Action Planning

Equip Senior Leaders to Drive Employee Engagement

McLean & Company provides the senior leadership team with simple, yet powerful ways to connect with employees and help improve the Senior Management Relationships engagement driver measured in the employee engagement survey.

- Two hours, 12-15 participants *Online delivery

Focus Groups

Gather employee feedback for action planning

McLean & Company conducts up to three focus groups on the priority engagement drivers selected by senior leadership and compiles the focus group feedback into a comprehensive report. McLean & Company debriefs the HR team during a one-hour phone call.

- 5-6 hours of focus groups per day and a 1-2 hour debrief

Manager Training

Equip Managers to Improve Engagement Action Planning

McLean & Company leads a manager group through a session on the importance of engagement, how to interpret their team's engagement survey results, and how to act on survey data to improve engagement.

- 2-3 hours; maximum 15 participants

Introduction to Engagement Webinar

This is an introductory webinar on the importance of engagement and how to interpret engagement survey results.

- 45 minutes; maximum 200 participants

Results Presentations

Overall Results

McLean & Company will debrief the results of the overall organization engagement survey report to employee population(s) (e.g. executive team, managers, employees, mixed group). Note: Three calls are included in the standard survey administration.

- 1 hour per presentation

Business Unit Results Calls

McLean & Company reviews business-unit-level survey results (e.g. location, department), identifies key trends and insights, and leads a virtual debrief of results.

- 1 hour per call

Leadership Development Coaching

Maximize your leaders' performance, potential, and engagement with the Leadership Development Coaching offering. Our trained coaches work one-on-one with your leaders in a confidential environment to accelerate their self-awareness and development.

How It Works



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